



**Gender Mainstreaming Strategy for the Energy Sector,
LESOTHO
2020-2024**

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29th June 2020

Contents

List of Abbreviations.....	3
Definition of key Concepts	4
1.0: Introduction and Background to the Gender Mainstreaming Strategy	7
1.1. Introduction	7
1.2. What is gender mainstreaming.....	7
1.3. Why mainstream gender in the energy sector?	8
2.0. An overview of the Energy Sector in Lesotho	8
2.1 Structure of the energy sector (Electricity)	8
2.2. Electricity access in Lesotho.....	10
3.0. Understanding gender issues in the energy sector: A summary of the findings from the situational analysis.....	10
3.1. Gender in energy institutions	11
3.2. Participation of women entrepreneurs in the energy value chain	13
3.3. A summary of the field findings on the energy needs, constraints and opportunities for women and men from the SE4All project area.....	14
3.4. Gender issues to be considered during implementation of electrification projects	17
3.4.1. Electricity access and affordability	17
3.4.2. Public awareness and marketing activities.....	17
3.4.3. Economic changes	17
3.4.4. Women participation in leadership or energy governance at the local level	18
3.4.5. Access and uptake of solar energy cooking stoves.....	18
3.4.6. Population displacements and compensation for land use.....	19
3.4.7. Social changes and community interruptions.....	19
4.0. Process and Methodology of developing the Gender Mainstreaming Strategy	19
5.0. The Gender Mainstreaming Strategy for the Energy Sector in Lesotho	21
5.2. Main Objective, Strategic Objectives and Interventions of the Strategy	21
5.2.1. Main Objective of the strategy:	21
5.2.2. Strategic Objectives.....	21
6.0. Institutional arrangement for the implementation of the strategy.....	23
7.0. Implementation Framework.....	36
References	46

List of Abbreviations

ACE	: African Clean Energy
AIDS	: Acquired Immune Deficiency Syndrome
CSOs	: Civil Society Organizations
DoE	: Department of Energy
EMP	: Electricity Master Plan
ENERGIA	: International Network of Gender and Sustainable Energy
ESI	: Electricity Supply Industry
ESKOM	: Elektrisiteitsvoorsieningskommissie
FHH	: Female Headed Household
GDD	: Gender Disaggregated Data
GFPs	: Gender Focal Persons
GM	: Gender mainstreaming
GWT	: Gender Working Team
HIV	: Human Immuno-Deficiency Virus
HR	: Human Resource
ICTs	: Information Communication Technologies
IT	: Information Technology
kW/kWh	: kilowatt/kilowatt hour
LBOS	: Lesotho Bureau of Statistics
LEA	: Lesotho Electricity Authority
LEC	: Lesotho Electricity Company
LEWA	: Lesotho Electricity and Water Authority
LHDA	: Lesotho Highlands Development Authority
LHWP	: Lesotho Highlands Water Project
M&E	: Monitoring and Evaluation
MEM	: Ministry of Energy and Meteorology
MGYSR	: Ministry of Gender, Youth, Sports, and Recreation
MHH	: Male Headed Household
MHP	: Muela hydropower plant
MW	: Megawatt
REU	: Rural Electrification Unit
RSDA	: Rural Self-Help Development Association
SDD	: Sex Disaggregated Data
SE4ALL	: Sustainable Energy for All
STEM	: Science, Technology, Engineering, and Mathematics
ToR	: Terms of Reference
ToR	: Terms of Reference
UAF	: Universal Access Fund (UAF)
UNDP	: United Nations Development Program
USAID	: United States Agency for International Development
UWSS	: Urban Water and Sewerage Services

Definition of key Concepts

Gender refers to the socially constructed characteristics of women and men such as norms, roles and relationships of and between groups of women and men.

Gender equality refers to equal rights, life prospects, opportunities and power for women, men, girls and boys.

Gender equity refers to the treatment of people according to their respective needs to ensure equal rights, obligations and opportunities.

Marginalize refers to the treatment of a person or group as insignificant or peripheral.

Women's economic empowerment refers to enhancing the capacity of women to participate in, contribute to and benefit from growth processes in ways that recognize the value of their contribution, respect their dignity and make it possible to negotiate from distribution of the benefits of growth.

Gender roles – these are sets of behavior assigned to women and men respectively, according to their cultural norms and traditions that determine which activities, tasks and responsibilities perceived as male and female. Gender roles are affected by age, class, race, ethnicity and religion. These roles shape identity, determining how we are perceived by others, how we are expected to think and act as women and men. Changes in gender roles often occur in response to changing economic, natural or political circumstances including development efforts.

Gender Analysis is the collection and examination of information about the different roles of men and women, the relationship and inequalities between them, their different needs, capacities, constraints, rights issues and priorities and the reasons for the differences.

Gender responsive refers to taking action to address the gender gaps in all projects and program processes.

Gender sensitivity: this is the ability to recognize gender issues and the different perceptions and interests of women and men arising from their different social locations and different gender roles. Gender sensitivity is often used to mean the same as gender awareness, although gender awareness can also mean the extra ability to recognize gender issues which remain 'hidden' from those with a more conventional point of view.

Quota system refers to reserving a given number for women participation spaces so that various groups can share social, political and economic activities. Positive or affirmative action implies establishing percentages for female membership, for example, so as to foster their presence in particular activities.

Executive Summary

Access to energy can play a transformative role in the lives of women and men by enhancing their productivity and effectiveness at home and work. More so, the energy sector offers employment and income generating opportunities for women and men. Lack of access to energy sources (energy poverty) for lighting, heating, cooking, transport and economic production constrains the productivity of women and men and society at large. Like in most African countries, women in Lesotho are socially assigned with the primary role of providing energy for the household, in addition to other household activities. Access to affordable modern energy services can reduce time and effort required for household and productive labour and improve the quality of life of the end users. Because women spend more time in the household than men, they are likely to benefit more from availability of electricity in the home. Access to labour saving appliances such as food processors, energy efficient cooking stoves can further improve the quality of life among women and can support income generating opportunities. However, women-both as suppliers and consumers remain invisible in the energy sector.

The development of the Gender Mainstreaming Strategy for the energy sector (2020-2024) is informed by the findings of the situational analysis that was undertaken to assess the gender responsiveness of the energy institutions, women's participation in the supply chain of the energy sector, identify the existing energy needs and constraints of the end users as well as assess the extent to which gender is mainstreamed during the implementation of energy projects. With regard to the energy institutions, a number of issues were identified including: absence of an effective system and structure to support gender mainstreaming in the sector; low levels of staff awareness and gender competence; low representation of women in leadership and technical positions and limited capacity for accountability to gender. There is also limited participation of women as energy entrepreneurs. This was attributed to barriers related to low levels of ownership and control over resources, lack of information on existing business opportunities in the energy sector, limited knowledge and skills in business development, technology and access to credit. The assessment identified gender issues that need to be considered and addressed to ensure that women and men benefit equitably during the implementation of energy projects including access to electricity by poor households, gender targeted public awareness and marketing and economic opportunities provided by the energy projects as well as putting in place measures to mitigate the negative social impact associated with the construction of large-scale energy infrastructure.

The main objective of the Strategy is to mainstream gender in energy institutions, programs and projects in order to achieve inclusive growth. The specific objectives of the Strategy include: 1) to build an inclusive energy sector with institutions free of discrimination and inequality; 2) to build the capacity of women entrepreneurs to participate in the energy sector as service providers; and 3) to facilitate the integration of gender during implementation of electrification projects.

The Strategy provides interventions to promote gender responsiveness in energy institutions including: strengthening the mechanism for gender mainstreaming by

establishing a gender unit to spearhead and coordinate all gender related activities in the sector, enhance staff gender competence to deliver on gender related outcomes, facilitate the increase in the number of women in leadership and technical positions, provide a safe and gender conscious work environment, and make a gender sensitive monitoring and evaluation framework. To further strengthen women's participation in the energy sector, the Strategy provides strategic interventions to enhance women's participation in the energy supply chain by equipping them with knowledge and information to improve their businesses and to enable them become competitive actors in the energy sector.

The Strategy provides a number of interventions to facilitate gender integration during implementation of electrification projects including: consumer financing and pricing mechanisms targeting vulnerable groups including female headed households, gender targeted public awareness and marketing activities, gender inclusive training and employment opportunities to ensure that women and men benefit from the jobs created by electrification projects. In addition, interventions to promote higher adoption rates for efficient energy cooking stoves are proposed. For large scale energy infrastructure projects, the Strategy proposes gender equitable measures to be adopted during community resettlement and compensation as well as measures to prevent and mitigate sexual and gender based violence that is usually associated with the inflow of migrant construction workers to the project area.

A 5-year plan for the implementation of the Strategy has been developed with a budget and responsible actors. It is proposed that the Department of Energy (DoE) through the Gender Unit takes the leading role in the implementation of the strategy. The implementation of the Strategy will build on the existing initiatives and strengthen partnerships for successful coordination and linkages with other sector agencies with the energy sector. The Strategy can be used as a tool for mobilization resources in achieving gender equality and mainstreaming gender in the energy sector.

1.0: Introduction and Background to the Gender Mainstreaming Strategy for the Energy Sector in Lesotho

1.1. Introduction

The gender mainstreaming strategy in the energy sector is a result of an assignment that was commissioned by the Department of Energy (DoE) in collaboration with United Nations Development Program (UNDP) Lesotho under the implementation of the SE4ALL project. The main objective of the assignment was to develop a gender mainstreaming framework to be adopted by the energy sector with specific emphasis on: 1) mainstreaming gender in energy institutions, and agencies and 2) mainstreaming gender during implementation of energy projects and programs under the current Electrification Master Plan (EMP). The Government of Lesotho has set an ambitious target to achieve universal electrification by 2038 through grid and off-grid applications. The EMP is informed by three objectives including: 1) enhance quality of life, 2) provide income-generating opportunities and 3) alleviate poverty in Lesotho. The strategy is also based on the ongoing SE4All project, that is implemented in five (5) districts of Lesotho to provide off-grid electricity to 1,000 households in the rural areas that are not connected to the national grid through mini-grids and energy centers in collaboration with the private sector and community village organizations. The SE4All project has four (4) main outcomes including:

1. Development of Cornerstone SE4All policies and strategies to facilitate investment in renewable energy based mini-grids;
2. Improved capacity of energy stakeholders and government officials for decentralized clean policy and decision making on the basis of quality energy data;
3. Successful establishment of village based energy service deliver model for replication nationally (10 mini-grids and 10 energy centers) and
4. Outreach programs and dissemination of project experience/best practices/lesson learned for replication nationally and throughout the region.

1.2. What is gender mainstreaming

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action including legislation, policies or programs, in any area and at all levels. It is a strategy for making the concerns and experiences of women and men alike an integral part of the design, implementation, and monitoring and evaluation of policies and programs in the political, economic and social spheres, to prevent the proliferation of inequality and ensure that women and men benefit equally. The goal of mainstreaming gender into an institution or an activity is to achieve gender equality. In practice, gender mainstreaming means identifying gaps in gender equality through the use of sex disaggregated data, developing strategies to close those gaps, putting resources and expertise into implementing strategies for gender equality, monitoring implementation and holding individuals and institutions accountable for results. Gender mainstreaming is not an end in itself; it is a process whose ultimate goal

is to achieve gender equality.¹ In practice, mainstreaming gender addresses gender aspects of the economy, including the energy sector. This includes decision making structures and planning process such as policy making, budgeting and programing. It should be noted that the mainstreaming approach does not include women only or men only projects, it takes gender equality as a goal rather than women as a target group. The women-only project or elements within a program or project specifically compensates for women's lower status compared to men and can be considered to contribute to women's empowerment. Therefore, gender mainstreaming can be seen as a two track strategy. Mainstreaming tools include gender training, introducing incentives which reward efforts on gender, and the development of gender-specific operational tools, such as checklists and guidelines, gender analytical frameworks, gender budgeting, sex disaggregated data, gender sensitive indicators and organizational audit.

1.3. Why mainstream gender in the energy sector?

Lack of access to modern and clean energy sources for lighting, heating, cooking, transport and economic production constraints the productive capacity of women and men and society at large. Women and men experience energy poverty differently and this is influenced by the existing gender relations in a given society. In most African countries, including Lesotho, women are assigned the role of energy production, distribution and use in households and communities and they are expected to deal and cope with energy poverty. To deal with the lack of access to affordable energy sources, women's time and labour is used to provide energy for cooking, and heating, yet both as consumers and suppliers, women remain less recognized in the energy sector. It is therefore important, when designing projects, to take cognizant of such realities and differences in needs, constraints and opportunities between women and men in relation to energy infrastructure and service development.

2.0. An overview of the Energy Sector in Lesotho

2.1 Structure of the energy sector (Electricity)

The Kingdom of Lesotho is a mountainous country located in Southern Africa. It is a landlocked country, surrounded by South Africa. It is just over 30,000 km² (11,583 sq. miles) in size and has a population slightly over two million.² Most of the electricity produced is generated through hydro power. Lesotho produces about 74.7MW from the Muela hydro power plant. Lesotho has about 177.32.MW³ peak power demand and imports more than 100MW from Mozambique and South Africa. Different agencies are responsible for electricity generation, transmission and distribution as highlighted below.

¹ United Nations Economic and Social Council (ECOSOC)

² "Lesotho". Wikipedia: <https://en.wikipedia.org/wiki/Lesotho>

³ LEWA Annual Report 2018/19

a) The Ministry of Energy and Meteorology (MEM)

The Ministry of Energy and Meteorology (MEM), through the Department of Energy (DoE), is responsible for the formulation and articulation of energy policies to create an enabling environment for efficient operation and growth of the sector. It is also responsible for coordinating, monitoring, and evaluation of programs and activities in the energy sector.

b) Rural Electrification Unit

The Rural Electrification Unit (REU), established in 2004 to “promote and facilitate improved access to modern energy services in rural areas”, is a project implementation unit under the DoE. It coordinates and manages the implementation of off-grid and rural electrification projects outside the Lesotho Electricity Company (LEC) service territory⁴. REU projects are funded by the Government of Lesotho and through the Universal Access Fund (UAF) that is currently managed by Lesotho Electricity and Water Authority (LEWA). REU also has the responsibility of implementing off-grid rural electrification through solar home systems.

c) Lesotho Highlands Development Authority (LHDA)

The LHDA is the executing structure established to implement Lesotho Highlands Water Project (LHWP), a water delivery system (jointly with South Africa) and hydropower generation (Lesotho only). LHDA operates and maintains Muela Hydropower Plant which is the only significant domestic generation (72MW). The electricity generated is sold to the Lesotho Electricity Company (LEC).

d) Lesotho Electricity Company (LEC)- Power Transmission, Distribution and Supply

LEC is a state-owned electricity company responsible for electricity transmission, distribution, and bulk electricity supply company. LEC imports electricity from South Africa’s state-owned electricity company, ESKOM⁵, and can import and export electricity via the Southern African Power Pool. While LEC does own, and currently operate two small hydropower plants (a 2 MW plant near Mantšonyane, connected to the national grid, and a 180 kW hydro/120 kVA diesel isolated grids mini-grid in Semonkong) attached to its distribution network, the only significant domestic generation comes from the Muela hydropower plant (MHP) operated by the Lesotho Highlands Development Authority (LHDA).

⁴ LEC service territory is within 3.5 km from the existing distribution network

⁵ Elektrisiteitsvoorsieningskommissie in full

e) Lesotho Electricity and Water Authority (LEWA)- Electricity Regulation

Lesotho Electricity and Water Authority (LEWA) is the regulator for the electricity sector, established through the Lesotho Electricity Authority (LEA) Act, No. 12 of 2002, as amended. Its mandate was expanded in 2011 to regulate the water sector and currently LEWA is mandated to regulate the Electricity Supply Industry (ESI) and Urban Water and Sewerage Services (UWSS). LEWA is responsible for issuing licenses for electricity supply activities; setting tariffs for generation (including feed-in tariffs), transmission, distribution, and supply; regulating the quality of supply; and resolving disputes.

2.2. Electricity access in Lesotho

According to the 2017 Households Energy Consumption Survey, Lesotho's electrification rate stands at 38% (36% grid connected + 2% solar home systems). Of those with grid electricity, 18% are in rural areas, 12% in peri-urban areas and 60% in urban areas. Most households (48.0 percent) use paraffin for lighting followed by electricity with 36.0 percent. Paraffin is also mostly used for space heating (208,452 households). Majority (94,113) of the households use wood for cooking. Electricity as a cooking source is used by 21% of urban households, 19% peri-urban and 3% rural households.⁶

Electricity access is still very low in the rural communities and provision of this energy source continues to be a major challenge due to topography and scattered nature of the rural settlements. Even though Lesotho is a relatively small country (30,355 km²), with an estimated population of just over 2 million, two-thirds of the country is sparsely inhabited, comprised of rugged mountains and deep valleys with small scattered villages on mountain sides. The majority of the population (65.8%)⁷ lives in rural areas and lacks electricity or access to other means of energy besides traditional biomass to serve their cooking and heating needs leading to energy poverty. Expanding electricity access is the major focus of the GoL and is reflected in its main national policies including the Vision 2020, the EMP, Energy Policy (2015-2025) and the second National Strategic Development Plan (NSDP II).

3.0. Understanding gender issues in the energy sector: A summary of the findings from the situational analysis

The development of the gender mainstreaming strategy was informed by a situational analysis that was taken to assess: 1) the level of gender responsiveness in energy institutions; the participation of women entrepreneurs in the energy value chain and 2) the energy needs, constraints and opportunities of women and men in the 5 districts covered by the SE4All project and how these can be addressed during project

⁶ EMP Action and Investment Plan, Final Report

⁷ 2016 Lesotho Population and Housing Census Analytical Report, Volume IIIA Population Dynamics

implementation. The details of the findings are found in the situational analysis report. However, a summary of the findings is highlighted below.

3.1. Gender in energy institutions

The success of gender mainstreaming in electrification programs and projects relies heavily on the gender responsiveness of the institutions in the energy sector. The assessment of the gender responsiveness of the energy institutions focused on five (5) key elements including: i) mechanism in place to support gender mainstreaming (GM) in the sector; ii) gender competence or level of gender awareness amongst staff; iii) women's representation in leadership and technical positions iv) presence of a gender conscious work place; and v) existence of an accountability mechanism for gender mainstreaming, focusing on staff responsibility to deliver on gender outcomes, gender responsive monitoring and evaluation framework to track progress and impact.

i) Mechanism for gender mainstreaming: The DoE assigned 2 members of staff to take on the role of Gender Focal Persons (GFPs). Both GFPs are females and were appointed based on their interest in gender related issues. One of the GFP has undergone one-week training in gender while the other one is yet to be exposed to any gender training. The position of GFP is an added-on responsibility, with no budget to facilitate the implementation of gender related activities. The GFPs hold junior positions and lack the authority and seniority to execute their mandate effectively. Other entities including LEC, LEWA, REU and the private sector have no GFPs, creating a large capacity gap for implementing gender related activities in the sector. When adequately staffed and resourced the GFPs can contribute to educating their colleagues in the DoE and partners and encourage the adoption of gender sensitive practices. The functions of the GFP range from agenda setting to budgeting, capacity building, project design, implementation and evaluation.

ii) Gender representation in governance: While the energy sector provides employment opportunities for women and men, it is dominated by men especially at leadership and decision making level. Currently, women account for only 5% of top leadership⁸ positions in the sector and 20% of senior management positions at the DoE. The low representation of women in decision making positions in the sector contributes to the absence of women's concerns and needs in sector priorities and investments. However, the private companies present a fair representation of women (44%) and men (56%) in senior management positions. This is because most of the companies are family businesses with couples as the Founding Directors. None the less, the higher presence of women in leadership position in the private companies is a reflection of women's capability to lead when given an opportunity.

⁸ This is composed of the Ministry head, permanent secretary, the Director of the Energy Department and Heads of energy agencies including LEC, LEWA, and REU.

iii) Gender representation in staff structure: There are a few female engineers and technicians employed by the sector. For instance, 2 out of 5 engineers at the DoE are women, while out of the 23 members of staff at LEWA, only 8 are females and mostly holding administrative positions. There only 116 women out of the 502 LEC employees, accounting for only 23 percent of the female labour participation. The LEC Transmission and Distribution Unit has 276 staff, out which only 33 (11%) are females, and out of the 229 technical staff, only 8 (3.5%) are females. The Rural Electrification Unit (REU) has a total of 13 members of staff, out which 5 are women holding administrative positions and 8 are men working as engineers and artisans.

A similar trend is registered in the private sector. Whereas there is a fair (42%) representation of female employees in the private companies, most of them occupy supportive positions such as customer care/call center, finance and administration, health and safety, environmentalists, while men occupy managerial and technical positions such as project managers, engineers, plumbers, production (welding, assembling), masons, warehouse managers, sales, field operations, Information Technology (IT), driver/machine operators, and procurement managers.

The low representation of women in the energy sector as decision makers and technical staff is largely attributed to patriarchal attitudes and perceptions that inform the promotion process, gender biases in hiring and career development practices, and the limited number of women and girls qualified in STEM related fields/careers.

iv) Gender competence or level of gender awareness: Some members of staff from the DoE have attended short term gender training activities organized by development partners including UNDP and ENERGIA and a few of them particularly the Principal Energy Officer (Planning) have significant appreciation and knowledge in gender mainstreaming and gender auditing. However, there is no evidence to suggest that the acquired knowledge has been used to inform their work and institutional processes. At the time of the assessment, LEC with support from USAID was planning to send 3 members of staff⁹ to attend a training on engendering energy utilities. Members of staff from other agencies including REU, LEWA and the private companies were yet to be exposed to gender training. Individual interviews revealed a low appreciation of gender equality amongst members of staff and senior management. The sector is mostly associated with physical and technical skills and operates predominantly as a masculine field and members of staff perceive gender equality as not 'relevant' to the energy sector.

v) Work environment: The public service Code of Conduct to which all energy agencies subscribe, prohibits sexual harassment and a temporary committee is formed handle sexual harassment cases only when a need arises. In addition, the law does not provide the steps on how cases should be handled to the logical conclusion. Sexual harassment remains a taboo subject with restricted discussion and at the time of the assessment, no case had been reported. Individual interviews revealed that cases of sexual harassment exist but the victims prefer to keep quiet because they are not sure whether they will get

⁹ These were to be selected from the Customer Care, Human Resource and Operations Unit

justice once they report. The Public Service Act 2005 provides for 3 months' maternity leave and flexible working hours for 6 months after maternity leave, but does not provide for paternity leave and child care services at the workplace for lactating mothers.

vi) Accountability to gender: There sector lacks an accountability mechanism for gender mainstreaming as reflected in absence of guidelines for gender mainstreaming in the sector as well as a gender responsive monitoring and framework to assess progress and impact except for specific projects, upon demand by the funder.

3.2. Participation of women entrepreneurs in the energy value chain

Energy projects present great economic opportunities for entrepreneurs, vendors and suppliers. However, women-led energy entrepreneurs are not visible in the energy sector. For instance, under the SE4All project, there is only one women-led entrepreneur¹⁰ among the seven contractors that were selected to develop mini-grids and establish energy centers as part of the project implementation. Studies¹¹ reveal that although women comprise a bigger proportion of informal businesses, they own and manage between 25 and 33% of formal sector businesses. This is attributed to a number of challenges that constrain their entry into the formal sector including complex registration process, lack of access and ownership of asset that are relevant to starting and running successful energy businesses such as land, credit, skills and information. Addressing these challenges require energy agencies and partners to proactively identify and support women entrepreneurs with skills and knowledge to enable them to participate competitively as vendors, suppliers and sub-contractors. Supporting women –led energy enterprises provides an opportunity to mainstream gender into the sector leadership and create companies that are more likely to employ women workers in technical and management roles as well as produce new cohort of women mentors and coaches. Studies¹² show that Women's participation in energy entrepreneurship has the potential to address a number of the Sustainable Development Goals (SDGs). For instance women's participation in income generation and as ambassadors of new energy technology products of services can contribute to: 1) increasing decent work and economic growth (SDG8) by providing women with sustainable income generation opportunity, 2) reducing poverty through women's increased incomes (SDG1), and 3) improving gender equality (SDG 5) as women are able not only to contribute financially to the family, but also able to communicate, negotiate, and participate in household and community level decision making.

¹⁰ Rural Self-Help Development Association (RSDA)

¹¹ USAID (2018), 'Practical Guide on Energy Regulation.

¹² ENERGIA (2019): Women's Energy Entrepreneurship: A Guiding Framework and Systematic Literature Review

3.3. A summary of the findings from the gender assessment of the energy needs, constraints and opportunities for women and men from the SE4All project area

In addition to energy institutions, a gender assessment was conducted through a field visit to 15 villages selected from 5 districts covered under the SE4All project including Mokhotlong, Thaba-Tseka, Qacha's Nek, Quthing and Mohale's Hoek. The main purpose of the assessment was to find out the energy needs, constraints and opportunities for women and men from the rural areas of Lesotho and provide recommendations for consideration during project implementation. A total of 886 respondents (60% women and 40% men) were engaged during the assessment using participatory qualitative methods of data collection. Focus group discussion; with separate groups for women and men were conducted to generate information. There were 55%¹³ female headed households and 9% men living as single parents in the focus group?.

a) Electricity (Lighting)

- All villages visited apart from Phamong (Moreneng) from Mohale's Hoek lacked electricity connection.
- Majority of the respondents use paraffin (kerosene lamps) for lighting.
- Few respondents (9% men and 3% women) owned solar power (solar kits) which were mainly for lighting and phone charging, costing between M 600-700
- In addition to lighting and phone charging, there is a high demand for modern energy solutions for entertainment (especially television and radio) and food preservation (refrigerator).

Proposed intervention:

- *Provide financing mechanisms that enable the poor including female headed households access electricity and buy energy appliances.*
- *Decentralize energy distribution services and provide aftersales or repair services for energy appliances.*

b) Energy for cooking and space heating

- Biomass (in-form of firewood, shrubs, animal waste) and paraffin is the main source of energy for cooking and space heating.
- Women are the main suppliers of household energy for cooking and space heating and this is largely composed of firewood and animal waste. They spend 5 hours a day twice a week, on firewood collection. In addition to other household chores (such as water collection, food preparation, taking care of children, washing, and cleaning), women have less time available to engage in other activities such as personal development, community participation, income-generation and leisure.
- They are exposed to sexual violence/assault inform of rape during firewood collection.

¹³ This is higher than the national rate which stands at 35%

- The outside kitchen is used during the day and at night and during the winter season, the women cook from inside the house, and are exposed to indoor air-pollution resulting into respiratory and eye diseases.

Proposed intervention:

- *Provide energy efficient cooking solutions that saves time and addresses the negative health impact associated with cooking using firewood.*
- *Provide energy products that meet the needs of women and men at affordable price, decentralize the distribution and offer aftersales services.*
- *Conduct gender targeted promotional activities for energy efficient cooking solutions.*

c) Electricity for community facilities

- Apart from health centers and some council halls which were powered by solar, the community facilities including schools, places of worship, agricultural resource centers, chief's office, and police posts are not connected to electricity and this affects their functionality and service delivery.
- Although the health centers are connected to solar power, most of the systems are not fully functional due to lack of maintenance, affecting the delivery of health services including maternal health.
- Electrification of schools was highly prioritized by both men and women in order to improve learner's environment (illumination, safety and space heating to provide warmth in classrooms during the winter season), promote the use computers and science laboratories to improve student/pupil performance, especially in science subjects. Modern energy is also required to meet the fuel needs to aid preparation of food for the children and teachers at school.

Proposed Interventions

- *Facilitate electricity connection to all community facilities*
- *Provide operation and maintenance services to facilitate sustainability of electricity services.*
- *What about the use of institutional cookstoves to provide schools with a cost-effective, fuel efficient and relatively clean method of preparing meals?*

d) Cost of electricity access and consumption

- Electricity access and use requires financial resources to pay for connection fees and utility bills.
- Women and men are engaged in different income generating activities which determines their economic status.
- Women are engaged in home based small scale enterprises such as brewing and sale of local beer, fat cakes, leafy vegetables and firewood. Other activities include tailoring, knitting and crafts, hairdressing and working as housemaids.
- The men are engaged in activities carried outside the home including house construction, carpentry, welding, maize milling, animal grazing, sale of animals (sheep, goat, cows and the wool), sale of vegetables and firewood.

Table 1: Income estimates for women and men

Women's Income Generating Activities	Income estimates	Men's Income Generating activities	Income estimates
<ul style="list-style-type: none"> • Local brew • Sell firewood • Sell vegetable • Sell chicken(broilers) • Piggery • Tailoring • Knitting and crafts • Hairdressing 	<p>M60-100/week M30 a bundle M10 a bundle M90 per chicken</p> <p>Pig- M150-250</p> <p>Depends on demand</p>	<p>Sell animals</p> <p>Sell firewood Sell vegetables Phone charging</p> <p>Carpentry, welding, shop keeping, grain milling</p>	<p>Cows- M7000+ Sheep -M 800 -1000 Goat –M 600 700 M30 a bundle M10 a bundle M5 per charging</p> <p>Depends on the demand</p>

According to the information in the table above, the following is noted:

- Both men and women are engaged in productive activities but their income is seasonal and irregular.
- Men generate more income than women and hence more likely to meet the costs for electricity access and consumption.
- Due to the nature of business, women and men have different energy preferences, e.g. while women are more interested in modern energy service for cooking and lighting, the men preferred electricity for lighting, phone charging and powering tools for their businesses including carpentry, welding, grinding. This should inform all public awareness and marketing strategies.
- Both men and women anticipated to use electricity to improve business efficiency, quality and quantity.

Proposed interventions

- *Provide electricity and energy efficient business solutions*
- *Educate women and men on how to use electricity to enhance business efficiency, quality and quantity.*

Other aspects noted

- High upfront costs and long distance to energy supply shops (in case of solar kits and lanterns) due to absence of local distribution centers in the rural areas was cited as a major constraint for accessing modern energy services. Women are more disadvantaged due to lack of access to traditional means of transport such as horses and donkeys. Alternative modes of transport such as commuter taxis is expensive to many, more so, some villages are not accessible by car.
- Poor quality of solar energy products and lack of aftersales service was cited as a cause for low adoption rates. Common mechanical challenges mentioned include: loose connection, low battery life, operational failure of solar products when cloudy and during the winter season.
- Though majority of the respondents agreed that married couples practice joint decision making, men have the final say on how and what to spend on using the household resources. However, women have more influence with regard to purchasing of energy solutions for household use.

3.4. Gender issues to be considered during implementation of electrification projects

3.4.1. Electricity access and affordability

High poverty levels in rural areas limit the ability of poor households to afford electricity connection and consumption. Poor households may not afford the grid connect fee. According to LEC¹⁴, the cost of getting an electricity connection is high and amounts to over 3 months GNI for a household in the bottom 40 percent of the population. Under the SE4All project, one mini-grid developer plans, through the ready board initiative, to provide electricity connection for households in the project area. The challenge remains with the tariff structure. The developer has set a rate¹⁵, which is higher than the national rate. This raises concern of the possibility of many rural households being connected to electricity but unable to consume and enjoy the service. It is important to review the current tariff rate and align it with the income levels and cash flow of the consumers, especially the poor households in rural areas.

3.4.2. Public awareness and marketing activities

Women and men have different preferences about the benefits of electricity due to differences in roles at home. While the women are more concerned accessing modern energy service for cooking in order to reduce time and minimize the negative health implications resulting from the use of firewood and paraffin, the men are interested in energy to charge their phones, provide light to animal shelters and powering the tools for their economic activities such as carpentry, welding and grinding mills. This calls for gender-targeted education and marketing campaigns that appeal to the different energy needs of men and women through the use of appropriate communication channels. The campaign should also focus on informing the project beneficiaries of the benefits and costs of electricity service, payment mechanisms, as well as the safe, productive and efficient use of electricity. Women only consultative meetings can be held to promote their effective participation.

3.4.3. Economic changes

The construction and management of energy projects such as mini-grids and energy centers will generate employment opportunities as a result of the demand for casual laborers, supervisors, cooks, marketing and sales agents and routine operation and maintenance technicians. Whereas men have higher chances of being considered for recruitment since infrastructure construction is traditionally a male dominated industry, women's direct employment is restricted by gender roles and social norms, women's lack of the required technical skills and tendency by project leaders to be culturally sensitive to local traditional values and practices. Only one¹⁶ out of the seven contractors under

¹⁴ Lesotho Electricity Company. <https://www.lec.co.ls/services>

¹⁵ M5-6 per kWh

¹⁶ Rural Self Help Development Association (RSDA). It is a requirement that 75% of the jobs offer in local communities are occupied by women.

the SE4All project has set a quota system to ensure that women benefit from the jobs opportunities created by the projects implemented in the rural communities. Solar Lights recruits through open advertisements while other contractors plan rely on local leaders, and the village chiefs¹⁷, in particular to hire local staff. This calls for a deliberate effort to establish a gender targeted recruitment process to ensure that women and men benefit equitably from the new job opportunities created during implementation of the electrification projects.

In addition to accessing employment opportunities created by the energy projects, local communities can be encouraged to explore and engage in income generating opportunities to provide services resulting from electrification of communities such as electric appliance retailers, repair shop operators and electricians as well as make use of electricity to improve their businesses. Gender-inclusive training in relevant skills can be integrated into project activities to facilitate uptake of the services. In addition to the skills training, gender and social inclusive incentives may be offered to micro and female entrepreneurs such as tax benefits, public funding, microcredits and financing for small and medium enterprises. Because women are underrepresented in the energy sector, efforts to promote their participation in energy entrepreneurship by providing incentives to improve their profitability can improve their income and reduce gender inequalities¹⁸.

3.4.4. Women participation in leadership or energy governance at the local level

The active participation of women and men in the implementation of energy projects is important in promoting gender equality in the sector. Considering that women are the primary users of energy and energy equipment at household level, it is important to involve them in the governance structures such as the village energy user committees and provide them with the relevant skills needed to participate effectively as members and leaders. This will contribute to increasing women influence in shaping governance and use of energy services at the local level.

3.4.5. Access and uptake of solar energy cooking stoves

Majority of the women (72%) prioritized energy for cooking and expressed a great need for energy efficient cooking stoves. It is important to bear in mind their preferences and needs when designing the cooking stoves to ensure uptake and adoption. For instance, the respondents identified a number of functions expected from an efficient energy cooking stove including: efficiency (fast cooking), smokeless, easy to clean, has temperature control mechanism, portable and safe to use around children. In addition to the functions and physical features, the stove should be accessible, affordable with aftersales service. The SE4All contractors¹⁹ have taken care of these expectations and

¹⁷ Majority of the village chiefs are men, this coupled with the patriarchal attitudes and norms, the recruitment of local employees is likely to be skewed in favour of men.

¹⁸ ADB (Asian Development Bank). 2012. *Gender Tool Kit: Energy. Going Beyond the Meter*. Mandaluyong, Philippines: ADB. www.adb.org/documents/gender-tool-kit-energy-going-beyond-meter.

¹⁹ Solar Lights and African Clean Energy (ACE)

what is required is conducting gender specific promotional activities targeting women at an appropriate venue and time²⁰. This will provide women the space to actively participate effectively in the promotional sessions and learn how to operate the new technology.

3.4.6. Population displacements and compensation for land use

The implementation of large infrastructure energy projects may require large portion of land and this may lead to relocation and resettlement of communities. Due to gender inequalities in land ownership and rights, the impact of resettlement and compensation differs for women and men. Although the law²¹ allows equal access and ownership of land by men and women in Lesotho, the reality is different. While 36 percent of agricultural land is jointly held by women and men, only 7 percent is solely owned by women.²² While, mini-grids and energy centers may not require a large piece of land, the construction process may damage the crops currently in the garden and may affect future crop production and there is need for women to be engaged or represented in the discussions with regard to the land compensation processes to ensure that their interests are catered for. In case of large-scale energy infrastructure, there is need for a gender targeted compensation mechanism to ensure that women and men equally benefit and their livelihoods are protected such as depositing compensation funds on joint accounts and training women and men in new livelihood opportunities.

3.4.7. Social changes and community interruptions

Large energy infrastructure projects often attract an influx of temporary migrant workers mostly men to the local community where the project is implemented. This may have negative impact on the health and safety of women and young girls such as sexual violence including rape, defilement and teenage pregnancy resulting from a high demand for sex from the construction workers. It may also lead to an increase in the spread of sexually transmitted infections such as HIV/AIDS in the project area. This can be addressed by ensuring that the project implementers put in place measure to mitigate this challenge. The measures may include formulation of an HIV/AIDS policy, developing a Code of Conduct which prohibits sexual harassment, putting in place a reporting mechanism and training the local community, especially the women and girls on how to report and seek redress in case their rights are violated.

4.0. Process and Methodology of developing the Strategy

The development of the strategy was informed by a process that involved a number of activities including the following:

²⁰ Both women and men in the SE4All project area proposed to have public meetings on at 10:00 a.m. on Saturdays

²¹ Lesotho Land Act 2010, section 10

²² Food and Agricultural Organization. http://www.fao.org/gender-landrights-database/data-map/statistics/en/?sta_id=1164.

1. A desk review of various documents including policies, strategies, plans and legislation related to the energy sector.
2. Consultations with key stakeholders from the energy sector representing the public, private institutions as well as the civil society. The consultations were intended to assess the gender responsiveness of the energy institutions and their plans to ensure that women and men benefit equally when implementing energy projects.
3. Field consultations with women and men from the 5 districts covered under the SE4All project. The consultations were intended to assess and understand the gender roles, energy needs, constraints and opportunities of women and men in the rural areas.
4. A planned national stakeholders meeting to input into the development of the strategy was not held due to restrictions resulting from the COVID 19 pandemic. However, the strategy benefitted from input from the DoE before producing the final document.
5. A national validation meeting was held and attended by officials from the Department of Energy (DoE) and stakeholders from the energy sector. During the meeting, additional input was provided to improve the Strategy and validated.

5.0. The Gender Mainstreaming Strategy for the Energy Sector in Lesotho

5.1. Introduction

The Gender Mainstreaming Strategy of the Energy Sector is a five year planning framework (2020-2024) that will guide national action on mainstreaming gender in energy institutions and during implementation of energy projects. The Strategy is in line with the national Vision 2020 which acknowledges the need for gender mainstreaming in all development interventions and processes and commits to uproot discrimination as a way of life and appoint more women into positions of responsibility in both the public and private sectors without neglecting boys and men. The Strategy is also rooted in the Energy Policy (2015-2025) which embraces gender mainstreaming as one of its guiding principles and states that, 'Gender equality will be an integral part when energy programs and activities are formulated and implemented'.

5.2. Main Objective, Strategic Objectives and Interventions of the Strategy

5.2.1. Main Objective of the strategy: To mainstream gender in energy institutions, programs and projects in order to achieve inclusive growth.

5.2.2. Strategic Objectives

1. To build an inclusive energy sector with institutions free of discrimination and inequality;
2. To build the capacity of women entrepreneurs to participate in the energy sector supply value chain; and
3. To facilitate the integration of gender during implementation of electrification projects.

Strategic Objective 1: Build an inclusive energy sector with institutions, free of discrimination and inequality.

Strategic Interventions: These include:

1. Upgrade the position of GFP²³ to a Gender Unit to coordinate and spearhead all gender related programs and activities within the Energy Sector

²³ The DoE has recruited 2 GFP, other entities like LEC, LEWA are yet to constitute a similar structure. When constituted, the Gender Unit will coordinate all gender related programs and activities in the energy sector.

2. Build and enhance capacity in gender mainstreaming
3. Facilitate increase of female representation in senior management and leadership position in the energy sector
4. Bridge the gap in the proportion of women and men technicians and engineers in the energy sector
5. Enforce the provisions of the human resource policy and practices that promote gender-balance and a safe, equitable workplace
6. Mainstream gender in M&E frameworks

Expected Outcomes

1. A Gender Unit is institutionalized and adequately supported to execute its mandate
2. Gender related initiatives in the energy sector are effectively implemented
3. Management and staff of the energy sector have the capacity to mainstream gender in energy programs and projects and deliver gender related outcomes
4. More women in leadership and senior management positions in the energy sector
5. Increase in the number of female technicians and engineers in the energy sector
6. Safer workplace environment, leading to greater productivity and employee retention
7. Women and men benefit equitably from all programs and interventions implemented by the energy sector
8. Availability of sex and gender disaggregated data for the energy sector to inform policy, decision making and project interventions

Strategic Objective 2: Build the capacity of women entrepreneurs to participate in the energy sector supply value chain.

Strategic Interventions: These include:

1. Create a database for women energy entrepreneurs in Lesotho
2. Build the capacity of women entrepreneurs in energy the sector as vendors, suppliers, developers or sub-contractors
3. Promote networking among women energy entrepreneurs

Expected Outcomes

1. Increased participation of women entrepreneurs in the energy value chain as vendors, suppliers, and contractors

Strategic Objective 3. Facilitate the integration of gender during implementation of electrification projects.

Strategic Interventions: These include:

1. Promote gender –targeted marketing and awareness activities.
2. Increase access and affordability of electricity in rural households including Female Headed Households (FHH).
3. Social infrastructure such as health centers, schools, churches connected to electricity.
4. Gender –targeted employment opportunities created by mini-grid companies.

5. Empower and recruit women as members and leaders of the village energy user committees.
6. Promote access and uptake of energy efficient cooking stoves. Promote gender sensitive compensation process.
7. Mitigate potential negative impacts of energy project such as increase in GBV, HIV/AIDs, prostitution, alcoholism.

Expected Outcomes

1. Increase in number of women and men applying for electricity connection.
2. Improved access to electricity by poor rural households, including FHH.
3. Women and men with increased income resulting from the use of electricity to improve business efficiency, quality and quantity of production
4. Improved delivery of quality of community services such as maternal health, agricultural extension, and justice and education performance/outcomes especially in science subjects resulting from additional study hours, access and utilization of Information Communication Technologies (ICTs) such as phones, computers, science laboratory by teachers
5. Women and men benefit equitably from the new job opportunities created by renewable energy projects
6. Increased participation and influence of women in energy governance
7. Women relieved of the burden and adverse health effects of cooking with traditional fuels and reduced expenditure on paraffin for cooking
8. Women's land rights and livelihood protected during construction of large scale energy projects
9. The negative impact of energy project to the social wellbeing of women and girls mitigated

6.0. Institutional arrangement for the implementation of the strategy

The implementation of the Gender Mainstreaming Strategy is a shared responsibility of the MEM, DoE, LEC, LEWA, REU, private sectors and development partners. The DoE shall take the lead in the implementation of the Strategy in view of its mandate of providing strategic direction to the energy sector in the country. It is proposed that a Gender Working Team (GWT) is created with representation from stakeholders including LEC, LEWA, REU, academia and civil society to work together with the Gender Unit to coordinate the implementation of the Strategy. Specifically, the GWT will undertake the following task:

1. Facilitate the development of annual work plans and budgets for the implementation of the strategy. It is proposed that the GWT identifies activities that do not require funding and integrate them in ongoing activities for implementation.
2. Review and define the gender mainstreaming mechanism and where possible recruit a gender specialist to spearhead the implementation of the strategy.
3. Provide support during mobilization of resources for the implementation of the strategy and ensure efficient utilization of the funds

4. Prepare performance reports in line with the reporting requirements by the MEM and development partners on the implementation of the strategy
5. Promote synergy among stakeholders during the implementation of the strategy
6. Oversee and coordinate monitoring and evaluation of the strategy.

Strategic Objective 1: Build an inclusive energy sector with structures and systems, free of discrimination and gender inequality					
Key Issue	Strategic Intervention	Activities	Indicators	Outputs	Expected Outcomes
The Gender Focal Points (GFPs) lack adequate skills, resources and position (clout) to execute their mandate.	1.1. Upgrade the position of GFP ²⁴ to a Gender Unit to coordinate and spearhead all gender related programs and activities within the Energy Sector	1.1.1. Review the current arrangement in relation to the Gender Mainstreaming strategy	-Meetings to review and adopt an improved mechanism to spearhead gender mainstreaming in the sector	A Gender Unit or any other suitable alternative mechanism established to spearhead the implementation of the strategy	A Gender Unit is institutionalized and adequately supported to execute its mandate Gender related initiatives in the energy sector are effectively implemented
		1.1.2. Develop ToR and recruit relevant staff for the Gender Unit ²⁵	-ToR for staff to operate the GU developed and staff recruited	Key staff of the GU recruited	
		1.1.3. Allocate funds from the government budget or mobilize external resources ²⁶ to support the Gender Unit Programs and activities, office furniture and administrative costs	-Funds allocated to the GU	Budget for the GU developed and approved	
Low levels of knowledge and gender competence amongst staff in the energy sector	1.2. Build and enhance capacity in gender mainstreaming	1.2.1. Carry out a gender capacity needs assessment	-Gender capacity gaps identified	-Gender capacity needs assessment conducted	Management and staff of the energy sector have the capacity to mainstream gender in energy programs and projects and deliver gender related outcomes

²⁴ It is noted the DoE has assigned 2 members of staff to act as Gender Focal Persons (GFPs) and are responsible to undertake gender related work in addition to their daily work), other entities like LEC, LEWA are yet to constitute a similar structure. When constituted, the Gender Unit will coordinate all gender related programs and activities in the energy sector.

²⁵ It is proposed that the Gender Unit is composed of the following members of staff: Gender Specialist (serving as the Unit Head), Capacity Building Officer, Gender Research and Policy Analyst, Finance and Administration Officer and Office Administrator.

²⁶ Some of the possible funders that can be approached include: African Development Bank (AfDB), the World Bank, USAID and UNDP

		1.2.2. Develop a gender competence development plan	-No. of gender related trainings and the participants planned	-Gender competence development plan in place	
		1.2.3. Develop and publish gender mainstreaming (GM) tools and resources such as manuals, guidelines, checklists and handbooks to facilitate training and mainstreaming gender in programs and projects	GM tools and resources e.g. manuals, guidelines, checklists & handbooks in place	GM capacity development tools and resources developed and published (manuals, guidelines, checklists and handbooks)	
		1.2.4. Train senior management and board members in gender awareness planning, gender budgeting and gender mainstreaming	-No. of board members and senior management staff trained in gender awareness planning, gender budgeting and gender mainstreaming -Key sector plans reflect commitments to address gender issues/disparities in the energy sector -% of sector budget allocated to specific gender-related interventions -% of unit heads/managers appraised on performance in response to gender concerns in their respective dockets.	Decision makers from the DoE, utilities and agencies are aware of the gender inequalities in the energy sector, commit, provide leadership and hold staff accountable to gender related outcomes.	

		1.2.5. Train technical staff and heads of departments from the DoE, utilities and other agencies in the energy sector in gender awareness, analysis, gender planning, and gender mainstreaming	No. of training workshops on gender awareness, analysis, gender planning, and gender mainstreaming organized No. of technical staff and heads of departments trained in gender awareness, analysis, gender planning, and gender mainstreaming by sex	Technical staff and heads of departments trained in gender awareness, analysis, planning and gender mainstreaming	
		1.2.6. Review staff appraisal formats to include performance targets on gender responsiveness	Gender mainstreamed in staff appraisal formats	Revised appraisal formats that include performance targets on gender responsiveness	
Few women in leadership positions, currently comprise of only 5% of top positions in the sector and 20% of senior management positions at the DoE	1.3. Facilitate increase of female representation in senior management and leadership positions in the energy sector ²⁷	1.3.1. Review HR policies and set target for equal representation of women and men in leadership positions in the energy sector	-Revised policy with targets for women representation in leadership positions	-HR policy for DoE, utilities and agencies revised to provide for equal representation of women on governance structures	More women in leadership and senior management positions in the energy sector
		1.3.2. Extend opportunities to female employees to attend professional and leadership development training courses ²⁸	No. of female employees that have attended professional and leadership development training courses	Female employees equipped with leadership skills	

²⁷ The SADC Gender Protocol advocates for 50% women's representation in leadership and decision making positions

²⁸ GIZ runs a mentorship program for women in leadership. The energy sector can explore this opportunity to strengthen the leadership capacities of female employees

Few women technicians and engineers in the energy sector (only 5% female engineers at LEC)	1.4. Contribute towards bridging the gap in the proportion of female and male technicians and engineers in the energy sector	1.4.1 Set target to employ female engineers in the energy sector to at least 20%	-No. and %age female engineers recruited in energy sector, especially LEC, REU and LEWA	-More women engineers recruited at LEC,LEWA and REU	Increase in the number of female technicians and engineers in the energy sector
		1.4.2. Provide internship and job placements for female students qualified as technicians and engineers	No. of internship positions available No. of applications received by sex No. of interns recruited annually by sex	Internships extended to female students doing STEM courses	
		1.4.3. Conduct career guidance activities/events in secondary, vocational colleges and national universities.	No. of career guidance activities/events on STEM fields conducted in schools, vocational colleges and Universities annually No. of participants that attend the activities/events by sex	Career guidance workshops on STEM courses conducted in secondary schools, vocational colleges and universities held	
Gender conscious workplace	1.5. Implement HR provisions to protect employees in the workplace against sexual harassment and discrimination	1.5.1. Constitute a prevention of sexual harassment committee with equal gender representation in place 1.5.2. Provide for child care services for lactating mothers at the workplace	-No. of cases reported and handled conclusively -No. of women benefiting from the child care services at the workplace	-A committee in place to handle work related and sexual harassment cases -Child care services for lactating mothers established	Safer workplace environment, leading to greater productivity and employee retention

Lack of sex and gender dis-aggregated data in the energy sector	1.6.Mainstream gender in M&E frameworks	1.6.1. Develop guidelines for the development of gender responsive M&E systems and framework 1.6.2. Train M&E and project officers on the use of the guidelines	-Guidelines for gender responsive M&E and reporting in place -No. of project officers oriented on how to use the guidelines -Management information system data collection parameters include explicit questions on gender concerns as part of the routine information collection needs of the system	-Guidelines for gender responsive M&E and reporting are developed -M&E specialists, project Coordinators, Gender Focal Persons, and members of the GWT oriented on the use of guidelines	Women and men benefit equitably from all programs and interventions implemented by the energy sector
		1.6.3. Train heads of department/units in generation and analysis of sex disaggregated data (SDD) and gender disaggregated data (GDD)	-No. of heads of departments/units trained in generation and analysis of SDD and GDD	-Heads of departments/units trained on generation and analysis of SDD & GDD	Availability of sex and gender disaggregated data for the energy sector to inform policy, decision making and project interventions
Strategic Objective 2: Promote the participation of women entrepreneurs in the energy sector supply value chain					
Key Issue	Strategic Intervention	Activities	Indicators	Outputs	Expected Outcomes
Low participation of women entrepreneurs in the energy sector	2.1. Create a database for women energy entrepreneurs in Lesotho	2.1.1. Identify and profile women energy entrepreneurs (women in energy directory) to create a data base for women energy entrepreneurs	A profile of woman energy entrepreneurs in Lesotho	Women energy entrepreneurs profiled	Increased participation of women entrepreneurs in the energy value chain
		2.1.2. Publish a Directory for Women Energy Entrepreneurs in Lesotho	Copy of the Directory for Women Energy Entrepreneurs in Lesotho	Directory for Women Energy Entrepreneurs published	
	2.2. Build the capacity of women	2.2.1. Train and equip women entrepreneurs	No. of women energy entrepreneurs with	Women entrepreneurs trained and equipped	

	entrepreneurs in energy sector as vendors, suppliers, developers or sub-contractors	with skills in: company registration, access to credit, business development skills and public procurement, and provide information about the existing opportunities in the energy sector	skills in company registration, loan negotiation, business development skills and public procurement	with skills in company registration, loan negotiation and public procurement, and loan negotiations	
	2.3.Promote networking among women energy entrepreneurs	2.3.1.Facilitate the establishment of women energy entrepreneurship association	Members of the Women energy entrepreneurship association	Association of Women in energy entrepreneurs formed	
		2.3.2.Launch of women energy entrepreneurship awards	Winners of the women entrepreneurship awards	Women in energy entrepreneurship awards launched	
Strategic Objective 3: Mainstream gender in rural electrification projects					
Key Issue	Strategic Intervention	Activities	Indicators	Outputs	Expected Outcomes
Non-electrified households are not informed about the benefits and cost of electricity, women and men respond differently to marketing information and use different communication channels	3.1. Promote gender –targeted marketing and awareness activities	3.1.1. Develop and where necessary review and revise existing project marketing and awareness materials for gender responsiveness 3.1.2. Disseminate the promotion materials and message through radio spots and places most frequented by women such as health centers, schools and churches 3.1.3. Collaborate with local women groups and conduct promotional activities	-No. of promotional materials such as posters reviewed for gender responsiveness -No. of promotional materials published and posted and disseminated to women -No. of promotional sessions organized by the local women groups and businesses	-Promotional materials reviewed for gender responsiveness -Promotional materials published and disseminated to consumers especially female headed households -Promotional activities conducted with local women groups	Increase in number of women and men applying for electricity connection.

High poverty levels in rural areas, especially among women constrain their ability to access and use electricity	3.2. Increase access and use of electricity by poor rural households including Female Headed Households (FHH)	3.2.1. Provide subsidized/loans offered to poor household (including FHH) to cover upfront connection costs	No. of women and men that have applied and received credits for connection to electricity	Women and men that benefit from the connection credits/subsidy	Improved access to electricity by poor rural households, including FHH
		3.2.2. Review and align electricity tariffs ²⁹ with the income levels and cash flow of poor HH especially FHH in the project area	No of households that can afford to pay their electricity bill by sex	- Electricity tariff correspond with the poor HH income, including FHH	Improved consumption of electricity services by poor households including FHH
	3.3. Build the capacity of project beneficiaries to safely and productively utilize electricity	3.3.1. Undertake training workshops for the newly electrified household (with at least 50% female participation) on the safe and efficient use of electricity, meter reading, payment mechanism and household utility budget	No. and %age households (FHH & MHH) with knowledge on efficient and safe use of electricity, meter reading, payment mechanism and household utility budget	Newly electrified households trained in safety and efficient use electricity	Women and men with increased income resulting from the use of electricity to improve their business efficiency, quality and quantity of production
		3.3.2. Undertake bi-annual training on skills development (with at least 50% female representation) on use of electricity for increase in income generation e.g. agribusiness, value addition, handicraft production.	No. of workshops on productive use of electricity held No. of project beneficiaries with skills to improve their businesses using electricity by sex No. of businesses owned by women and men benefiting from access to	Skill development workshops for project beneficiaries on productive use of electricity conducted bi-annually	

²⁹ Under the SE4All project, the mini-grid developers have different tariff rates, between M5 to 6 per kWh, which is higher than the national rate of M 1.47 per kWh. Given the high poverty levels and irregular income amongst rural households, especially female headed households.

			electricity and modern energy services		
Community facilities not connected to electricity and this affects their functionality and services delivered to the community	3.4. Community facilities in the project area are connected to electricity	3.4.1 Extend connection to community facilities such as health centers, schools, churches, agricultural resource centers, wool sheds, council hall, Office of the village chief	No. of Community facilities (schools, health centers, agricultural resource centers, council halls, churches, police stations and office of the village chief) connected to electricity No. of women and men benefiting from the improved social services	Community facilities including health centers, schools, wool sheds, agricultural resource centers council halls, churches, police stations, office of the village chief connected to electricity	Improved quality of community services such as maternal health, agricultural extension, and justice. Improve education performance/outcomes especially in science subjects resulting from additional study hours, access and utilization of Information Communication Technologies (ICTs) such as phones, computers, science laboratory by teachers
Renewable energy projects create local jobs opportunities, with men having more chances of accessing these jobs than women due to social norms and preferences amongst employers	3.5. A requirement set for contractors to hire at least 30% women in both technical and non-technical work and provide supportive institutional arrangements to facilitate their participation	3.5.1. Design recruitment notices that encourage women to apply and display them in places/sites visible to women as well as sharing the information through women's networks e.g. women's associations	-No. and percentage of jobs generated by the project	-Information on job opportunities widely shared within the local community where the project is implemented	Women and men benefit equitably from the new job opportunities created by electricity projects
		3.5.2. Set a target to recruiting at least 30% women in skilled and non-skilled jobs	-No. and percentage women and men employed in unskilled, technical, management and supervisory roles e.g. meter-readers, customer service, sales agents	- Recruitment target for women set to at least 30%	

		3.5.3. Provide institutional support such as separate toilets and sanitation facilities for women and men with reliable water supply, proper locks and lighting	-Project sites with separate toilets for women and men	Construction sites meet the health and sanitation requirements for the employees	
		3.5.4. Offer family friendly working conditions e.g. flex time and child care arrangements and uphold ethical standards in the work place e.g. no tolerance for sexual harassment	-Project workers are entitled to flex time and child care arrangements -Prevention of sexual harassment protocol in place	HR policy for project implementers provides for family friendly work environment such as flex time and child care arrangements and zero tolerance to sexual harassment at the project sites	
		3.5.5. Ensure equal pay for equal work between male and female workers	-Female and male employees receive equal pay for equal work	Women and men are paid equally for equal work done	
		3.5.6. Train women and men from poor and vulnerable HH in operation and maintenance, meter reading, sales agents to create a pool of people eligible for employment by energy companies	-Number and percentage of women and men trained in operation and maintenance and sales agents by sex	Women and men trained in operation and maintenance of solar systems	
Women under-represented in energy governance structure during project implementation	3.6. Empower women to become members and leaders of the village energy user committees	3.6.1 Develop guidelines for the establishment of village electricity user committees, with a target of at least 30% female representation as members and leaders	-At least 30 % of members and leaders of the energy user committee are women	-Women form at least 30% of the membership and leadership of the energy use committees	Increased participation and influence of women in energy governance
		3.6.2. Train members of the village energy user committees on gender	-No. of members of the electricity user	-Training in gender awareness and	

		awareness and gender issues in the energy sector	committee trained by sex	gender issues in the energy sector held	
Biomass (including firewood, animal dung) and paraffin are the main source of energy for cooking, expose women to health risks and clean cooking stoves are not available, expensive and unreliable	3.7.Promote access and uptake of energy efficient cooking stoves	3.7.1. Conduct survey on customers' needs and preferences (e.g. design, size, performance, durability, efficiency etc.) for the solar and energy efficient cooking stoves	Report of customer survey conducted	Customer's survey conducted	Women relieved of the burden and adverse health effects of cooking with traditional fuels and reduced expenditure on paraffin for cooking
		3.7.2. Align the design of clean cooking stoves to women's preferences and needs (e.g. affordable, portable, smokeless, easy to clean)	No. of households that can afford clean cooking stoves by sex No. of households that use the clean cooking stoves	The design of the clean cooking stoves is aligned to the needs of the customers (women)	
		3.7.3.Establish local service centers within the project area	No. of suppliers of energy efficient cooking stoves located within the project	Suppliers of the energy efficient cooking stoves are located within reach (walking distance) of the customers .	
		3.7.4.Recruit women and men sales agents	No. of sales agents recruited by sex	Equal representation of women and men among the sales agents	
		3.7.5. Collaborate with local women NGOs/CBOs/groups and conduct promotional activities to their members	No. of promotional sessions held through local women's organizations	Promotional sessions held through local women's organizations and groups	
The effects of relocation, displacement, loss of livelihoods by a large scale energy	3.8. Promote gender sensitive resettlement and compensation process	3.8.1. Hold inclusive resettlement consultation processes, where women are equally represented	-No. of participants that attend resettlement	- Women and men are consulted during the resettlement process	Women's land rights and livelihood protected during construction of

<p>infrastructure project may be unequal among women and men because women have limited ownership of land</p>		<p>3.8.2 Enforce joint compensation measures such as joint land titles, depositing cash on joint account in case of married couples</p>	<p>consultation meetings by sex - No. of women and men displaced that who received compensation</p>	<p>-Women and men benefit from the resettlement package</p>	<p>large scale energy projects</p>
		<p>3.8.3. Train women and men on new livelihood options</p>	<p>-No. of women and men displaced and are able to establish new livelihoods</p>	<p>- Women and men trained in alternative livelihood options</p>	
<p>Large scale energy projects attract an influx of migrant workers leading to negative social impact such as sexual violence, HIV/AIDs, prostitution, alcoholism</p>	<p>3.9.Mitigate potential negative impacts of the project e.g. increase in sexual violence, HIV/AIDs, prostitution, alcoholism</p>	<p>3.9.1. Develop or formulate HIV/AIDs policy</p> <p>3.8.2. Train workforce HIV/AIDs prevention and violence against women</p> <p>3.9.3. Develop code of conduct- signed by all staff involved in construction, outlining unacceptable behavior and consequences for sexual harassment and gender based violence.</p> <p>3.9.4. Create a mechanism to enable community members affected to report cases of abuse by company staff.</p> <p>3.9.5.Train women and girls from the project area on how to report cases of sexual violence</p>	<p>- HIV/AIDs policy in place -Code of conduct that addresses issues of gender based violence</p> <p>-No. of employees trained on prevention of HIV/AIDs and violence against women</p> <p>-Reporting mechanism in place</p> <p>-No. of people trained on the use of the reporting mechanism by sex</p> <p>-No. of cases on sexual violence reported by women and girls and resolved</p>	<p>-All contractors have an HIV Policy and Code of Conduct</p> <p>-Training on HIV prevention and violence against women conducted</p> <p>-Mechanism for reporting and responding to cases for abuse by company staff is established and functional</p> <p>-Women and men for the project area are trained on how to use of the reporting mechanism</p>	<p>The negative impact of energy project to the social wellbeing of women and girls mitigated.</p>

7.0. Implementation Framework

Introduction: The implementation framework sets out the activities to be undertaken under the Gender Mainstreaming Strategy (2020-2024) in to achieve the set objectives. It also defines the performance outputs, the Lead Agencies and other actors, timeframe and estimated financial resources required for the implementation of the interventions.

Strategic Objective 1: Build an inclusive energy sector with institutions, free of discrimination and inequality									
Activities	Outputs	Inputs	Unit Cost @yr (USD)	Timeframe and Budget estimate in United States Dollars					Lead Agency
				Year1	Year2	Year3	Year4	Year5	
1.1.1. Review the current structure in relation to the Gender Mainstreaming strategy	Current structure of GM reviewed and GU established and functional	Staff time for senior management spent on review meetings	-						Senior Management, DoE, LEC, REU & LEWA
1.1.2. Develop ToR and recruit relevant staff for the Gender Unit	Key staff of the GU recruited	Staff time in charge on the recruitment process	-						Senior Management, DoE, public service recruitment agency
1.1.3. Allocate funds from the government budget or mobilise external resources to support the Gender Unit Programs and activities, office furniture and administrative costs	Budget for the GU developed and approved	Staff time for senior management meetings to discuss and appropriate the budget for the Gender Unit	-						Senior Management, DoE, LEC, REU & LEWA
1.2.1. Carry out a gender capacity needs assessment	Gender capacity needs assessment conducted	Staff time	-						Gender Unit and HR department
1.2.2. Develop a gender competence development plan	Gender competence development plan developed	Staff time	-						Gender Unit and HR department
1.2.3. Develop of tools (manuals, guidelines, checklists) for gender	GM capacity development tools developed and	Staff time for reviewing existing GM capacity	2,000	1,000	1,000				Gender Unit

awareness and gender mainstreaming in projects and programs	published (manual, guidelines and checklists)	building tools(Manual, guidelines and checklists) and customize them to the energy sector in Lesotho & publish							
1.2.4. Train senior management and board members in gender awareness to address biases towards women in leadership	-Board members and senior management trained in gender awareness, gender analysis, gender budgeting and gender mainstreaming	Cost of space & logistics for the training	20,000	10,000	10,000				Gender Unit
1.2.5. Train technical staff in DoE, LEC, REU, LEWA and other agencies in gender analysis and gender mainstreaming	All technical head of units, technical staff at the DoE, LEC, REU, LEWA and other agencies trained in gender analysis and mainstreaming	Cost for space and logistics for the training	45,000		15,000	15,000	15,000		Gender Unit
1.2.6. Review staff appraisal formats to include performance targets on gender responsiveness	Revised appraisal formats that include performance targets on gender responsiveness	Staff time for reviewing and updating the appraisal formats							Gender Unit(GU) & M&E
1.3.1. Review HR policies and set target for equal representation of women and men in leadership positions in the energy sector	-HR policy for DoE, utilities and agencies revised to provide for equal representation of women on governance structures	Cost and time for review and revision of the HR policies by senior management in energy agencies and utilities	12,000		3,000	3,000	3,000	3,000	Gender Unit, GWT, HR specialist, senior Management and governance board from DoE, LEC, RUE, LEWA
1.3.2. Extend equal chance to female and male employees to attend professional development training	More female employees with leadership skills	Facilitation costs for female employees to attend leadership training courses/workshops	8,000		2,000	2,000	2,000	2,000	Gender Unit & Senior Management from DoE, LEC, LEWA

1.4.1.Set target to employ female engineers in the energy sector to at least 20%	More women engineers recruited by LEC,REU and LEWA	Staff time							HR, Gender Unit & Senior Management from LEC,LEWA &REU
1.4.2. Extend internship and job placements for female students qualified as technicians and engineers	Internships extended to female students doing STEM courses	Staff time							HR & Senior. Management committee, DoE,LEC & LEWA
1.4.3.Conduct career guidance activities/events in secondary, vocational colleges and national universities.	Career guidance workshops on STEM courses conducted in secondary schools, vocational colleges and universities held	Staff time	8000		2000	2000	2000	2000	HR & Senior. Management committee, DoE,LEC & LEWA
1.5.1.Implement HR provisions to protect employees in the workplace against sexual harassment and discrimination policies	-A committee constituted to handle work related and sexual harassment cases	Staff time							HR & Senior Management committee, DoE,LEC & LEWA
1.5.2. Provide for child care services at the workplace	-Child care services for lactating mothers provided	Staff time							HR & Senior Management committee, DoE,LEC & LEWA
1.6.1. Develop guidelines for the development of gender responsive M& E systems and framework	-Guidelines for gender responsive M& E and reporting are developed	Staff time and publication of the guidelines	3,000	1,500	1,500				Gender Unit &GWT, M & E department
1.6.2. Train M& E Officers from DoE, LEC and LEWA, Project Coordinators orited on the gender responsive M & E guidelines	-M & E specialists, project Coordinators and members of the GWG are trained on how to use of guidelines	Staff time and logistics for the training	8,000		8,000				Gender Unit, M& E Specialists

1.6.3. Train heads of department/units in generation and analysis of sex disaggregated data (SDD) and gender disaggregated data (GDD)	Heads of departments/units trained on generation and analysis of SDD & GDD	Staff time and logistics for the training	10,000		10,000				
Sub-total			116,000						
Objective 2: Build the capacity of women entrepreneurs to participate in the energy sector supply value chain									
Activities	Output	Inputs	Unit Cost @yr (USD)	Year1	Year2	Year3	Year4	Year5	Lead Agency
2.1.1. Identify and profile women energy entrepreneurs to create a data base for women energy entrepreneurs	A profile of women energy entrepreneurs compiled	Cost of profiling women energy entrepreneurs and publishing a directory	10,000		10,000				Gender Unit
2.1.2. Publish a Directory for Women Energy Entrepreneurs in Lesotho	Directory for Women Energy Entrepreneurs published	Cost of publishing and dissemination of the Directory for women energy entrepreneurs	5,000		5,000				Gender Unit
2.2.1. Train and equip women entrepreneurs with skills in company registration, access to credit, business development skills and public procurement	Women entrepreneurs trained and equipped with skills in company registration, public procurement, and loan negotiations	Cost of training (logistics and space)	10,000			5,000	5,000		Gender Unit and GWT
2.3.1. Facilitate the establishment of women energy entrepreneurship association	Association of Women in energy entrepreneurs formed	Cost of registering and setting up structure of the association	25,000			25,000			
2.3.2. Launch of women energy entrepreneurship awards	Women in energy entrepreneurship awards launched	Cost of organizing the annual awards	20,000				10,000	10,000	
Sub-total			70,000						

Strategic Objective 3: Mainstreaming gender during implementation of electrification projects									
Activities	Outputs	Inputs	Unit Cost @yr (USD)	Year1	Year2	Year3	Year4	Year5	Lead Agency
3.1.1. Develop and where necessary review and revise existing project marketing and awareness materials for gender responsiveness	-Promotional materials reviewed for gender responsiveness and reprinted	Cost of reviewing and reprinting promotional materials	7,000	7,000					GU & Communication Specialist
3.1.2. Conduct gender – targeted promotional and marketing activities	Women and men with knowledge about the electrification project	Staff time and allowance	Should be integrated in project promotional activities						Project Coordinator, GU and Communication Officer
3.1.3. Collaborate with local women CBOs/groups and conduct promotional activities	Promotional activities conducted with women local NGOs and CBOs	Cost of promotional sessions held	Should be integrated in project promotional activities						Project Coordinator, Gender Unit
3.2.1. Offer subsidized/loans to poor household (including FHH) to cover upfront connection costs	Women and men that benefit from the connection credits/subsidy	Connection costs	Contractor's budget						Project Coordinator & Private contractor
3.2.2. Review and harmonize tariff rates proposed by the contractors to respond to the income of the rural poor	Tariff rates affordable by poor HH, including FHH set	Cost of study to review current tariff rates	15,000	15,000					Senior management from DoE, LEWA, LEC, REU
3.3.1. Educate the newly electrified household (with at least 50% female participation) on the safe and efficient use of electricity, meter reading and household utility budget	Women and men from electrified households trained in safety features of electricity	Staff time and allowance	-						LEC, Contractors
3.3.2. Undertake bi-annual training on skills	Skill development workshops for project	Staff time and allowance							

development in service coverage (with at least 50% female representation) on use of electricity for increase in income generation e.g. agribusiness, value addition, handicraft production.	beneficiaries on productive use of electricity conducted bi-annually								
3.4.1. Extend connection is extended to social facilities such as health centers, schools, churches, wool sheds, council hall, Office of the village chief	Social amenities including health centers, schools, wool sheds, council halls, churches, police stations, office of the village chief connected to electricity	Connection costs	Cost of connecting social amenities should be covered by the respective projects						Gender Unit, Contactor
3.5.1. Design recruitment notices that encourage women to apply and display them in places/sites visible to women	Recruitment notices for project related jobs designed and displayed in places/sites visible to women and will state that women are encouraged to apply	Staff time	Contractor's budget						Contractor
3.5.2. Set target (at least 30%) for women to benefit from the new jobs created by the energy projects	- Gender target of at least 30% women benefitting from the new job opportunities created by renewable energy projects set	Staff time	-						Contractor
3.5.3. Provide institutional support such as separate toilets and sanitation facilities for women and men with reliable water supply, proper locks and lighting	Project sites meet the health and sanitation requirements for the employees	Cost of constructing toilet and sanitation facilities	Contractor's budget						Contractor

3.5.4. Offer family friendly working conditions e.g. flex time and child care arrangements and uphold ethical standards in the work place e.g. no tolerance for sexual harassment	HR policy of project implementers provides for family friendly work environment such as flex time and child care arrangements and zero tolerance to sexual harassment at the project sites	Staff time	Contractor's budget							Contractor
3.5.5. Ensure equal pay for equal work between male and female workers	Women and men are paid equally for equal work done	Staff time	-							Contractor
3.5.6. Train women and men from the project area in operation and maintenance to create a pool of people eligible for employment by energy companies with 30% target for women	Women and men trained in operation and maintenance of solar systems with 30% women	Cost of training	Be covered under the capacity building budget of the respective projects							Contractor and Project Coordinator
3.6.1. Create Develop guidelines for the creation of village energy user committees, with a requirement of at least 30% of the membership and leadership are women	Guidelines for the establishment of village user committees developed	Staff time and publication and dissemination of the guidelines	5,000	5,000						Gender Unit, Project Coordinator and Contractors
3.6.2. Train members of the village energy user committees gender awareness	Members of the electricity user committees trained in gender awareness	Staff time								Gender Unit and Project Coordinator
3.7.1. Conduct survey on customers' needs and preferences (e.g. design, size, performance, durability, efficiency etc.) for the	Customer's survey conducted	Should be a requirement for the companies dealing in the sale of energy efficient	- Contractor's budget							Gender Unit Contractors

solar cooking stoves for the solar cooking stoves		/solar cooking stoves							
3.7.2. Align the design of clean cooking stoves to women's preferences and needs (e.g. affordable, portable, smokeless, portable, easy to clean)	The design, size and functions of the clean cooking stoves is aligned to the needs of the customers (women)	Cost of production by the manufacturers	Contractor's budget						Gender Unit, Project Coordinator, and Contractor
3.7.3. Establish local supply centers within the project area	Suppliers of the energy efficient cooking stoves are located within reach (walking distance) of the customers,	Investments and expertise to establish centers to supply cooking fuels to rural villages	Cost of connecting social amenities should be covered by the respective projects						Project Coordinator, Contractors and Development partners
3.7.4. Recruit women and men sales agents	Equal representation of women and men among the sales agents	Staff time	Contractor's budget						Contractors
3.7.5. Collaborate with local women NGOs/CBOs/groups and conduct promotional activities to their members	Promotional sessions held through local women's organizations and groups	Staff time	-						Project Coordinator and Contractors
3.8.1. Hold inclusive and separate consultation processes	Women and men are consulted and engaged to discuss compensation arrangements	Cost of consultation meetings	Should be integrated in project budget						Project coordinators, Gender Unit Contractors
3.8.2. Design compensation packages that benefit both women and men	Women and men equitably benefit from the compensation package	Cost of designing gender equitable compensation packages	Should be integrated in project budget						DoE, Gender Unit and Contractors
3.8.3. Train women and men on new livelihood options	Women and men trained in alternative livelihood options	Cost of training	30,000		10,000	10,000	10,000		DoE and Gender Unit

3.9.1. Develop or formulate HIV/AIDS policy	HIV /AIDS Policy developed	Cost of developing workplace HIV/AIDS policy	10,000	10,000					Gender Unit & Contractors
3.9.2. Train workforce in in health and social responsibilities issues such as HIV transmission, STDs, and prevention of violence against women	Construction staff trained on HIV prevention and management	Cost of training construction workers on HIV/AIDS prevention and management (Trainer and logistics for the training)	15,000		5,000	5,000	5,000		Project Coordinator, Gender Unit & Contractors
3.9.3. Develop code of conduct- signed and agreed by all staff involved in construction, outlining unacceptable behavior and consequences for sexual harassment and gender based violence	Code of Conduct developed	Cost of developing Code of Conduct	Contractor's budget						Contractors
3.9.4. Create mechanisms to enable community members affected to report cases of abuse by company staff.	Mechanism for reporting and responding to cases for abuse by company staff is established and functional	Cost for developing reporting mechanism	Contractor's budget						Contractors
3.9.5. Train women and girls from the project area on how to report cases of sexual violence	Women and girls in the project area report cases of sexual violence and get redress mechanism	Staff time	15,000		5,000	5,000	5,000		Project Coordinator & Contractors
Med-term review of the strategy	Mid –term review conducted	Cost for hiring a consultant for the mid-term review	20,000			20,000			
End of term evaluation	End of strategy evaluation conducted	Cost of hiring a consultant to conduct end term evaluation	20,000					20,000	

Document and disseminate best practices and lessons learned for the implementation of the strategy	Report on best practices and lessons learned during the implementation of the strategy documented and disseminated	Cost of consultancy	8,000					8,000	
Sub-total			137,000						
Grand total			323,000³⁰						

³⁰ The total budget is based on the assumption that a Gender Unit will be established and a gender specialist recruited and facilitated to spearhead the implementation of most of the activities in the strategy. In case the DoE chooses to retain the current arrangement, there will be need for a rigorous and intensive process to build the capacity of the Gender Focal Persons, review their contracts and allocate them extra time and resources to enable them execute the additional workload effectively. The budget therefore doesn't include the administrative and operational costs of a Gender Unit.

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